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Office Memorandum • UNITED STATES GOVERNMENT

TO :

DATE: 15 May 1947

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FROM :

SUBJECT: Establishment of Position Control in Personnel Division

1. A memorandum from the Chief of the Personnel Division to the Executive for P&A dated 13 May 1947, requesting that an extension of time be granted for installing a position^{control} has been given consideration. This memorandum is the first indication I have received that the schedule prescribed in my memorandum to you of 9 April could not be adhered to by the Chief of the Personnel Division. It is surprising that he did not see fit to interpose any objection to this schedule at a much earlier date in view of the difficulties he outlines in his memorandum of 13 May.

2. This morning I checked with the Chief of Transactions and Records Section and the Assistant Chief of Personnel Division to ascertain what progress has thus far been made and to discover to what extent difficulties beyond the control of the Personnel Division have hindered installation of the position control in order to determine the need for extension of scheduled dates.

3. It was found that the following action has been completed:

a. Control cards have been set up for Personnel, Finance, and Services Divisions of P&A. Actions affecting positions in these areas have been routed through the control after Classification has determined the position involved. While this action on the part of Classification may be initially desirable, it defeats one of the primary purposes of the control, namely, the automatic determination of the status of the position.

b. Position control cards have been prepared for practically all other positions in the organization. Cards have not been prepared for a few scattered positions in the Director's office, ICAPS, and P&A.

c. Flex-o-Line strips are in the process of being typed for all employees of the organization. Flex-o-Line is needed to provide an alphabetical locator for employee roster cards which are now filed with the position control card.

4. The following work must be finished before installation is completed:

a. The position control cards must be organizationally arranged in the register. The T/O prepared by [REDACTED] for ORE would be of great assistance in setting up the cards for ORE. This will also involve transposition of roster cards from their present organizational arrangement to the appropriate position.

b. Typing on the Flex-o-Line strips must be completed and the file arranged alphabetically by names of employees.

c. The recap card by organizational unit, which will be a running inventory of encumbered positions and vacancies, must be duplicated, initial tabulation inserted on the card, and card placed in the register.

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d. A realistic test which will allow the control to function in the manner contemplated must be undertaken. Prior to testing, the individual who will administer the file must be instructed in all details of the files operation.

e. After an adequate test the "bugs" should be isolated and action taken to eliminate them.

5. In discussing difficulties with the head of Transactions and Records she stated that the difficulties encountered thus far have been in effecting installation rather than in the operating procedure. The Assistant Chief of the Personnel Division stated that only one operational difficulty had come to his attention. It was his opinion that Classification would not be adequately advised of the changes in incumbency of the positions, which could easily lead to basic changes in the operation of the position. I told him that this difficulty had been foreseen and the proposed procedure which was formulated in this office had provided for routing certain categories of personnel actions (to be designated by [REDACTED] through Classification so that Classification will be aware of contemplated changes in functioning of positions. The following difficulties have hindered installation:

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a. Flex-o-Line equipment which had to be ordered was not received until 12 May.

b. By including position information the security classification of the file was upgraded. This necessitated changing a key lock to a combination lock on the files.

c. The Chief of Transactions and Records was handicapped by emergency absences. In addition, her workload was increased by special assignments requiring many man hours of staff time. No provision was made to give her additional typing assistance to prepare the records for the position control.

d. The work required in the installation was not planned so that the difficulties in a, b, and c could have been minimized. Certain phases of the work could have continued while awaiting change of locks and necessary equipment. Also no day-to-day stimulus was provided for carrying on this activity. Instead it was allowed to be put aside when other pressing assignments were received. All of this stems from the fact that no one person was given the task of "babying" and promoting this job.

e. No realistic test was made, and no training was provided for the employee administering the control.

6. In checking with the Chief of Transactions and Records and by a phone call to the administrative assistant, it was learned that as of yesterday (14 May) additional typists had been detailed and would continue to be detailed to Transactions and Records to complete the preparation of the cards and the Flex-o-Line strips. In addition, arrangements had been completed for detailing a new employee cleared for the ORE Reference Center to the Personnel Division for the purpose of organizing and installing the position control. This new employee has had considerable records management experience, and it was felt that his full time personal attention to organizing ^{the} control would speed up the operation. It is contemplated that he will be with the Personnel Division for approximately ten days, after which time the Reference Center will have moved to its new location and he

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can undertake the duties for which he was hired.

7. In view of the delay thus far experienced, it would be impossible for the schedule of dates set in my memorandum of 9 April to be met. It would seem that no alternative exists but to extend the dates as follows:

Installation completed	1 June
Test and formulation of needed refinements	1 July
Refinements incorporated	1 August

8. It is suggested the Executive for P&A request the Chief of the Personnel Division to present by memorandum on 1 July a list of refinements which he feels are needed to have a truly effective position control.

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